DUKE MEM/MBA & MF/MBA STUDENT HANDBOOK

Business & Environment Dual Degree Program

Student Handbook

The Nicholas School of the Environment
&
The Fuqua School of Business
Duke University

Updated 8-5-2021
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Welcome to Duke!  
Duke University’s dual degree program in business and environment is one of the best and most well-known programs of its kind in the world. Whether your career interests are in energy, corporate sustainability, environmental conservation, impact investing, public-private partnerships, environmental finance, or any of a myriad of other paths, Duke University affords you access to the world’s leading-edge curriculum, faculty, facilities, and academic opportunities at the intersection of business, energy, and the environment.

The Duke business and environment dual degree program is truly interdisciplinary in nature and diverse in scope and breadth, enabling you to tailor your academic experience to your individual interests. During the next three years, you will spend time immersed at both the Fuqua School of Business and the Nicholas School of the Environment, with access to additional classes in energy and environment disciplines at Duke’s Pratt School of Engineering, Sanford School of Public Policy, School of Law, and other Duke departments across campus. At the same time, you will be part of an elite cohort of students at Duke, joining the Duke business and environment community and participating in clubs, classes, and projects specifically for MEM/MBAs and MF/MBAs from the very beginning of your time here.

How to use this handbook

The Duke business and environment dual degree program offers two degree options: the Master of Environmental Management/Master of Business Administration (MEM/MBA) and the Master of Forestry/Master of Business Administration (MF/MBA), offered in collaboration between the Fuqua School of Business (hereafter, Fuqua) and the Nicholas School of the Environment (hereafter, NSOE).

This handbook will help you navigate some of the issues unique to completing the Duke MEM/MBA and MF/MBA degrees. It is intended to complement, but not replace, the Nicholas School Bulletin and the Fuqua Bulletin, which detail the policies and procedures of each program separately. When in doubt, please refer to these handbooks at:


For the most current academic policies, course listings, and degree/concentration requirements, please visit the Fuqua and NSOE school websites.

Note: Duke materials often use the term “MEM/MBA” to refer to both the MEM/MBA and MF/MBA programs.

The terms “dual degree” (used more often by Fuqua), “concurrent degree” (used more often by NSOE), and “joint degree” (sometimes used by both schools) are synonymous.
Who are Duke MEM/MBA and MF/MBA students?

A signature program for both NSOE and Fuqua, the Duke MBA and MEM dual degree enrolls about 25-30 students across three years of the program—with individual class cohorts ranging in size in any given year. As you can see from the graphs below, our students are amazingly diverse in academic interests and career goals. The Duke dual degree program is designed with maximum flexibility to allow students to tailor their education to their individual interests.

**MEM/MBAs by NSOE Concentration (Classes of 2020-22)**

- Business & Environment (BE), 10
- Energy & Environment (EE), 20
- Environmental Economics and Policy (EEP), 2
- Water Resources Management (WRM), 2
- Master of Forestry (MF/MBA), 1

**MEM/MBAs by MBA concentration**

- None
- Undecided
- Decision Sciences
- Energy & Environment
- Entrepreneurship & Innovation
- Finance
- Leadership and Ethics
- Management
- Marketing
- Operations Management
- Social Entrepreneurship
- Strategy

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Duke MEM/MBA & MF/MBA Student Handbook
One university, two degrees

One of the benefits—and occasionally, challenges—of being a dual-degree student is that you will be enrolled in two different degree programs at two different schools on Duke’s campus simultaneously. Fuqua and NSOE are two separate professional schools, each with their own unique departments and systems for admissions, student support, course registration, financial aid, IT support, and career support. You will be a fully enrolled student at each of the two schools and will have the same support resources as any other MEM, MF, or MBA student on campus. Likewise, you will be expected to fully meet your obligations at both schools, just as any other MEM, MF, or MBA student.

Current Duke MEM/MBA and MF/MBA students and alumni recommend that you enjoy the contrast of these two different experiences. NSOE and Fuqua have their own very different cultures, and they each have unique strengths to contribute to your experience as a student. It is our deliberate intention in the design of the Duke MEM/MBA program not to isolate dual-degree students, but instead to give you the broadest exposure to the richness of diversity on our campus. We believe that no matter what your career path, your success as a leader and change agent will undoubtedly benefit from working as much with scientists as with investment bankers. Duke MEM/MBAs train to be collaborative, engaged, and persuasive contributors, working with constituents along the entire spectrum from field office to corporate boardroom.

Along with the benefits of two degrees are also occasional challenges of navigating two different schools—for instance, making sense of two separate financial aid policies and two separate career support systems. Administrators at both schools, leaders of the Duke MEM/MBA Club, and your MEM/MBA and MF/MBA peers can help you navigate these challenges.
Degree requirements

Students electing to pursue the MEM or MF concurrently with the MBA must complete requirements for both degrees before either degree will be awarded.

You will need at least 36 units of credit within NSOE to receive the MEM or MF degree. You will register at NSOE for any courses that will count toward your 36 MEM or MF credits. With specific NSOE approval, you may be able to count courses from another graduate department (e.g., School of Law or Sanford School of Public Policy) towards your MEM or MF credits if they are directly relevant to your MEM or MF studies.

You need a minimum of 65 units of credit at Fuqua, 44 of which are taken in the first year at Fuqua. You will register at Fuqua for any courses that will count toward your required 65 MBA credits. Because dual-degree students already take a substantial number of non-business courses, you may not count any non-Fuqua courses toward your MBA degree credits. You may, however, participate in Fuqua’s international exchange program which allows students to study for a term or semester at an overseas business school.

Course credits may not be double-counted. If a particular course satisfies a concentration requirement at both schools, you may use that course to fulfill both concentration requirements, but the units of course credit may only count toward the degree requirements of one degree. (See more on concentrations in Course planning & credits.)

Duke MEM/MBAs train to be collaborative, engaged, and persuasive contributors, working with constituents along the entire spectrum from field office to corporate boardroom.
Course planning & credits

Program sequencing
The preferred course of study is for students to begin their studies at NSOE, followed by a year at Fuqua, and concluding with the final year of combined work at both schools. There are several reasons we encourage this sequence, but the most significant is that it better aligns with the MBA recruiting timeline, enabling you to participate in on-campus recruiting at Fuqua during your second year, accept an MBA internship that year, and be in a position at the end of the summer to accept a full-time offer of employment if one is offered.

Occasionally, students complete the degrees in reverse sequence (starting at Fuqua in Year 1). This is most common when a student starts as an MBA at Fuqua and then decides mid-year to apply to NSOE.

Matriculation
If you applied and were accepted to both NSOE and Fuqua before beginning either degree, you will be matriculated at both schools simultaneously in your first Fall semester. That means that you are actively enrolled at both Fuqua and NSOE and can take advantage of the resources of both schools, such as career services, from the beginning of your time on campus.

If you begin your course of study at one school and apply during that first year to add the dual degree, you may be accepted mid-year to the dual degree program. You will not be matriculated at the second school until the end of that academic year, however.

Concentrations
For your MEM degree, you are required to choose one specialized concentration of study from among the following:

- Business and Environment (BE)
- Coastal Environmental Management (CEM)
- Ecosystem Science and Conservation (ESC)
- Ecotoxicology and Environmental Health (EEH)
- Energy and Environment (EE)
- Environmental Economics and Policy (EEP)
- Water Resources Management (WRM)

For the MF degree, the concentration area is Forest Resource Management.

Each of these concentrations has its own prerequisites and course requirements. A semester of college calculus and a semester of introductory applied statistics are prerequisites to all NSOE Masters curricula. There are additional prerequisites for some concentrations. For example, students in the Environmental Economics and Policy concentration must have completed a semester of college microeconomics. For more about prerequisites, see https://nicholas.duke.edu/programs/masters/prerequisites-and-required-courses.
It is especially critical for dual-degree students to complete all prerequisites before coming to Duke. If you have questions about prerequisites for your particular concentration, contact Erika Lovelace, NSOE Registrar & Associate Director, Student Administration and Advising, at e.love@duke.edu or call 919-613-7459.

For your MBA degree, a concentration is optional. About half of Fuqua MBAs choose to complete a concentration. Concentrations can be useful signals to employers about your depth of expertise in a particular subject matter area; for many employers, though, the MBA itself is a sufficient signal of your skillset. You may opt to have no MBA concentration at all, or you may choose to complete up to two concentrations. Each concentration has a set of required and optional electives associated with it. Concentration requirements may be found at: www.fuqua.duke.edu/student_resources/academics/concentrations/.

Coursework advisors
At NSOE, you will be assigned a coursework advisor associated with the concentration you have selected. Later, you may have a different advisor for your NSOE Master’s Project. In consultation with your coursework advisor, you must complete a detailed course plan at NSOE to ensure you are meeting the concentration requirements.

You will not have a coursework advisor at Fuqua. You are responsible for selecting your own electives and meeting your MBA requirements. Beyond your required core classes, you may register for any electives that interest you at Fuqua (subject to availability, of course).

Sometimes, a student will start at Fuqua and then apply to the joint degree program. You will be assigned a NSOE coursework advisor after your acceptance. Ideally, you will meet with your advisor during your first semester so you can plan for prerequisites and avoid taking duplicate classes at Fuqua and NSOE.

Course planning
It is recommended that you spend some time mapping out your plan for fulfilling course credits and requirements at the start of your MEM/MBA degree to ensure that you don’t miss any requirements along the way. Your plan can change over your course of study, but thinking ahead will enable you to be conscious of the various requirements.

To track NSOE credits and requirements, students use program called Stelllic. Note that Stelllic will only show the courses counting towards your degree at NSOE (not Fuqua credits). To read more about MEM and MF program requirements see the following links:

- MEM: program area descriptions: https://nicholas.duke.edu/programs/masters/mem
- MF: program area descriptions: https://nicholas.duke.edu/programs/masters/mf

Your NSOE advisor can help review and advise as you put your plan together.

Counting credits
In planning your coursework, it is important to distinguish between degree credits and concentration requirements. In total, you need 36 NSOE degree credits to receive the MEM or MF degree, and 65 Fuqua degree credits to fulfill your MBA. Separately, you have a certain number of requirements you must meet for your specific NSOE concentration, and you will have requirements if you decide to pursue a concentration at Fuqua.
Credits accrue as follows:

<table>
<thead>
<tr>
<th>Year 1 at NSOE</th>
<th>Degree credits</th>
<th>Concentration requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• ALL credits taken this year count as NSOE credits</td>
<td>• Any relevant classes taken this year may be used to fulfill NSOE concentration requirements</td>
</tr>
<tr>
<td></td>
<td>• You may take a class at Fuqua or elsewhere on campus; the credits will accrue towards your MEM or MF degree credits</td>
<td>• If you take a Fuqua class that qualifies for a concentration requirement, you may use that</td>
</tr>
<tr>
<td></td>
<td>• You will need at least 36 MEM or MF credits to graduate</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 2 at Fuqua</th>
<th>Degree credits</th>
<th>Concentration requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Credits taken this year count as Fuqua credits</td>
<td>• Any relevant classes taken this year may be used to fulfill NSOE concentration requirements or MBA concentration requirements, if applicable</td>
</tr>
<tr>
<td></td>
<td>• You may take a class at NSOE or elsewhere on campus in Spring if your Fuqua schedule permits, but you will still need to have at least 65 Fuqua credits to graduate</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 3 - combined</th>
<th>Degree credits</th>
<th>Concentration requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Fuqua classes taken this year count towards your MBA degree credits</td>
<td>• Any relevant classes taken this year may be used to fulfill NSOE concentration requirements or MBA concentration requirements, if applicable</td>
</tr>
<tr>
<td></td>
<td>• NSOE classes taken count towards your MEM or MF degree credits</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• With NSOE approval, you may be able to take a relevant class in another Duke department and count it towards your MEM or MF degree credits</td>
<td></td>
</tr>
</tbody>
</table>

You will want to keep track of these requirements separately in your course planning. You might choose, for example, to take a course at Fuqua that fulfills an Environmental Economics & Policy requirement but does not count towards your NSOE degree credits. Because there are occasionally topics that are covered at both NSOE and Fuqua (for instance, Statistics), you may have to decide which school to take a subject at, depending on whether you want it to count towards your NSOE degree credits or your Fuqua credits.

When you fill out your NSOE program planning worksheet, you can indicate which requirements will be satisfied in substance by coursework from your MBA courses by listing those courses in parentheses. Remember not to count the credits from those courses toward the 36 units you need in the NSOE.

Some common substitutions are listed below.

- **NSOE Statistics:** Students in the NSOE program areas that specifically require statistics (EE, EEP, ESC, EEH and the MF) may fulfill the NSOE statistics requirement by taking the Applied Data Analysis for Environmental Science NSOE class (ENVIRON 710), or by counting the content of Statistical Forecasting elective (DECISION 614) at Fuqua. The Fuqua class Probability & Statistics (DECISION 610) fulfills the NSOE statistics prerequisite but not the statistics program requirement.

- **Fuqua Statistics:** Alternatively, students who take Statistics at NSOE in their first year can exempt out of the MBA core class Probability & Statistics (DECISION 610) by taking an exam before the start of Fall Term 1. Students will not be automatically exempted; you must take the exam. Details can be found at: https://www.fuqua.duke.edu/exempting-courses.

- **NSOE Quantitative elective:** A popular MBA elective, Decision Models (DECISION 611), may be used to satisfy the substance for a NSOE quantitative course with permission of your NSOE academic advisor. (The Fuqua class DECISION 610: Probability & Statistics duplicates too much NSOE prerequisite level material to count as a NSOE quantitative course.) Please note that, as the
above bullet states, Decision Models cannot be used to satisfy the substance of the specific Statistics requirement of EE, EEP, ESC, or EEH. It can be used to satisfy a general quantitative elective requirement.

Your NSOE advisor can help ensure that you are fulfilling your program requirements. Advice and assistance is also available in the NSOE Student Services Office.

Course scheduling
Since Fuqua courses are usually held on a Monday/Thursday or Tuesday/Friday schedule (and in different time blocks from the rest of Duke), while NSOE courses are usually held on a Monday/Wednesday or Tuesday/Thursday schedule, students taking classes at both Fuqua and NSOE in the same semester must pay close attention to course meeting times to prevent conflicts in scheduling. It is also important to realize that NSOE and Fuqua are on different academic calendars (so they have different start and end dates and different breaks), as well as different semester schedules (Fuqua semesters are divided into two “terms” each). When scheduling a semester-long NSOE course, you need to look at both of Fuqua’s terms (e.g., Fall Term 1 and Fall Term 2) so that there will not be a conflict.

Master’s Project
A Master’s Project (MP) is a graduation requirement for all dual-degree students, but the requirements are slightly different for MEM/MBA and MF/MBA students than for other NSOE students. While MEM-MBAs may pursue a traditional MP, the expectation is that they will use another capstone experience to fulfill the MP requirement.

See general MP requirements here: [https://nicholas.duke.edu/programs/masters/advising/masters-projects](https://nicholas.duke.edu/programs/masters/advising/masters-projects). See Appendix A for MEM/MBA and MF/MBA MP requirements (also available here: [https://duke.app.box.com/s/zui9k8n53vg3iz95udq7aiymafzd22sg](https://duke.app.box.com/s/zui9k8n53vg3iz95udq7aiymafzd22sg)).

MEM/MBA students typically complete their MP in the third year of the program. Please check with your NSOE advisory and/or NSOE program office to ensure you are in compliance with MP requirements.

Internships
MEM/MBA and MF/MBA students typically complete two summer internships—usually one related to NSOE work in the summer after the year spent at NSOE, and one related to MBA work in the summer after the year spent at Fuqua. Internships are not a requirement for graduation, but are almost universally expected by post-graduation employers, and are an invaluable way to gain applied work experience in your field of choice.

Career advisors suggest you take advantage of the dual-degree format to have two different summer experiences that add to your resume in different ways. For instance, you might have a science- or policy-related internship during your first summer and a traditional private-sector internship during your second summer. Career advisors at both NSOE and Fuqua can help you strategize the best way to maximize your benefit of these two internships in building your skills and network (see Career support later in this document for more).
Tuition & financial aid

MEM/MBA and MF/MBA students pay a special blended tuition rate for this program. It is slightly higher than NSOE tuition and lower than Fuqua’s tuition. Students pay the special combined tuition every semester regardless of where courses are taken.

If you apply to and enroll in both programs before starting either one, you will pay the blended tuition rate from the outset. If you start at one school before applying to add the second degree, you will have a one-time tuition adjustment applied in your first semester of the concurrent degree program. Dual degree students are required to meet with the Nicholas School financial aid counselor before October 15 of their first year at Duke. Nicholas School-based financial aid will be adjusted significantly for dual degree students.

Check with the financial aid officer in the school where you will begin your studies to get more information about how your financial aid will be processed and managed. If you enroll as a dual-degree student and begin your studies at NSOE, for instance, NSOE will manage your financial aid in Year 1, Fuqua will manage it in Year 2, and NSOE will manage your financial aid in Year 3.

IT communications and listservs

IT Accounts

Both NSOE and Fuqua use Microsoft Office 365. If you haven’t already, you must login and setup your account in order to ensure that you receive emails generated by administrators and clubs at both schools. Instructions for setup and FAQs can be found here: https://oit.duke.edu/category/accounts-and-email. Duke’s Office of Information Technology (OIT) can help with any questions about your account.

Email Lists: MEM/MBA & MF/MBA

There are two listservs specifically for dual MEM/MBA and MF/MBA students:

- mem-mba-fuqua@duke.edu for students in the Duke MEM(MF)/Duke MBA program
- mem-mba-unc@nicholas.duke.edu for students in the Duke MEM(MF)/UNC MBA program

All incoming MEM/MBA and MF/MBA students are added to the appropriate listservs automatically before school starts. However, if you are uncertain whether you are a subscriber, check with list administrators Erika Lovelace (e.love@duke.edu) at NSOE and Katie Kross (katie.kross@duke.edu) at Fuqua. If you are admitted to the MEM/MBA or MF/MBA program mid-year, please email Erika and Katie to be added to the appropriate listservs.

Email Lists: Nicholas School

NSOE has an email list for all environmental concurrent degree students (including MEM/JD, MEM/MPP, MEM/MBA, MF/MBA, and others): profjoint@nicholas.duke.edu. You will also be added to email lists to receive messages about “first-year” and “second-year” activities and deadlines at NSOE.
Since dual-degree students are not on the standard four-semester plan, you’ll have to make sure that you are on the lists that are appropriate for your stage of completion of requirements. For example, you may need to be on both the first and second year lists, or change from one list to another. At times, you will unavoidably receive some duplicate emails between lists, but students generally feel that it is preferable to the risk of missing vital information.

Email Lists: Fuqua

If you follow the typical MEM/MBA sequence (i.e., you applied and were accepted to both NSOE and Fuqua before beginning either degree, and you begin your studies at NSOE), you will be matriculated at both Fuqua and NSOE during your first year, and will therefore be automatically added to email distribution lists at Fuqua. You’ll be on the MBA1 distribution list during your year at NSOE (year 1) and again during your year at Fuqua (year 2). You will be moved to the MBA2 distribution list during your last year of the concurrent degree (year 3).

During your first year, you may receive many MBA1 emails that do not pertain to you (for instance, information about MBA Orientation that will be required for you in your second year of your dual degree). But you’ll also receive MBA1 emails about Fuqua Fridays, speakers, career events, and other opportunities that you may be glad to take advantage of. Current MEM/MBA students generally feel that the advantages of being on the MBA1 listserv outweigh the annoyances of deleting emails that do not pertain to them.

For the few students who start their degree at Fuqua, the sequence will be different. You will be on the MBA1 distribution list during your first year. You will automatically be moved to the MBA2 distribution list at the completion of your first year at Fuqua. You can request to receive both MBA1 and MBA2 emails during your second (middle) year, if desired.

Internet/Intranets

Besides the academic and advising pages of the NSOE website (https://nicholas.duke.edu/academics/masters-programs/masters-advising-guide) students may access the Nicholas Intranet, an online internal resource for students, faculty, and staff that provides easy access to club information, instructions, and downloads for common needs. Current students should refer to the Student Life web pages to find ways to engage actively on social media, with student groups, outreach programs and more (https://nicholas.duke.edu/student-life). New students should refer to the admitted students’ web pages for the most current enrollment information (http://sites.nicholas.duke.edu/admittedstudents/).

Fuqua has an intranet, FuquaWorld (https://fuquaworld.duke.edu), where you’ll be able to access many useful resources for students. Fuqua also uses a platform called FuquaConnect for all of it clubs: https://fuquaconnect.duke.edu/. Even when you are in your first year at NSOE, you should have access to FuquaWorld and FuquaConnect, and you should be able to join clubs and participate in Fuqua events that interest you. For instance, as a start, you will want to join the MEM/MBA Club and EDGE Center groups on FuquaConnect. If you have trouble accessing either, email Katie Kross (katie.kross@duke.edu) for help getting an account set up.

Career support

Dual-degree candidates have access to career support at both NSOE and Fuqua. During your year at NSOE, you should take advantage of the career support services offered by the NSOE Career and
Professional Development Center. If you’d like, you are also welcome to meet with Fuqua Career Management Center (CMC) staff for coaching and internship advice, and to attend CMC workshops and company presentations held at Fuqua. These resources can help you jump-start your networking and help you better focus your career goals.

One of the great benefits of being a dual-degree student is the opportunity to have two different summer experiences that complement your dual academic work. Most MEM/MBA and MF/MBA students find great value in choosing an “environmental” internship (policy- or science-oriented) during their first summer and a “business” internship during their second summer (that often then translates into a full-time offer at the end of the summer). Having two distinct experiences deepens your subject matter expertise and builds your resume in a way that single-degree students can’t do with only one summer internship. Take advantage of these internships as a means to build out your work experience profile, broaden your professional network, and fill different gaps on your resume.

Another advantage of being a dual-degree student is the access to the alumni networks of both NSOE and Fuqua. Our alumni are incredibly well placed in their respective business and environment careers, and you’ll find them to be an invaluable source of advice and networking guidance. You are encouraged to reach out to alumni early in your tenure as a student. The career centers at both NSOE and Fuqua can help you find alumni who are most relevant to your career interests. Katie Kross, managing director of Fuqua’s EDGE Center, also helps MEM/MBA and MF/MBA students talk through career development strategies and connect with industry contacts.

Tips & advice

Following are a few additional tips from alumni of the MEM/MBA and MF/MBA program.

- Current students recommend you try to fulfill as many of your required NSOE classes as possible during your first year at NSOE. You might even consider “overloading” each semester during your first year, taking five, instead of four, classes at NSOE. Given the differences between the NSOE and Fuqua calendars, scheduling during your third year can be challenging.

- The Center for Energy, Development, and the Global Environment (EDGE) plays a key role in MEM/MBA and MF/MBA student support. Take advantage of the opportunity to meet with EDGE executive director Dan Vermeer and managing director Katie Kross, both of whom have deep expertise and networks in energy and sustainability circles. Katie is also a good person to turn to if you need help finding the right resources or answers to questions about the dual degree while at Duke; she holds regular office hours, or you can send a meeting request through Outlook at any time in your three years on campus. Also, be sure to join the EDGE mailing list and EDGE group on FuquaConnect.
- NSOE and Fuqua provide slightly different resume templates to students. Current MEM/MBA students recommend you **considering using the Fuqua resume template from the outset** so you don’t have to have two different versions.

- Join the **Duke University MEM/MBA Students and Alumni group on LinkedIn** to connect with alumni and current students. Duke alumni are tremendously helpful and generous with their time. If you are interested in energy, you might also want to join the **Duke University Energy Network group on LinkedIn**.

- The **EDGE Seminar on Energy & Environment** is a 1.5-credit class that meets on select Wednesday mornings and brings in great speakers with a variety of perspectives from both industry and NGOs. You can take it during any semester of your MEM/MBA, even during your first year at NSOE.

- During your first year at NSOE, consider joining the **Fuqua Net Impact Club** and/or **MBA Energy Club**, in addition to the **MEM/MBA Club** and your Nicholas School clubs. You’ll receive emails about career events and speakers that might be of interest. You can also participate in Fuqua events like the annual **Duke University Energy Conference** and **Sustainable Business & Social Impact Conference**.

- **Case competitions** are a great learning experience and a good way to integrate different skills. Consider competing in a competition like the **Renewable Energy Case Competition** at the University of Michigan or the **Patagonia Case Competition** at UC-Berkeley. (There are many other options, too.) Duke also hosts its own competition—the **Energy for Emerging Markets Case Competition**, which a Duke team can compete in each year.

- While at NSOE, try to connect periodically with things happening at Fuqua; likewise, stay involved with NSOE when you are at Fuqua your second year. The true value of the MEM/MBA program is that you can participate and learn from students at both schools so **stay connected** with each throughout the three years!
Duke MEM/MBA and MF/MBA Key Contacts

A table of key contacts at each school is listed below. For the most up-to-date information, please consult the schools’ websites.

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<tr>
<th></th>
<th>Nicholas School</th>
<th>Fuqua</th>
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<tbody>
<tr>
<td>Academic Policies &amp;</td>
<td><strong>Academic Handbooks</strong> (Bulletin):</td>
<td><strong>Academic Handbooks</strong> (Bulletin):</td>
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<td></td>
<td>Email: <a href="mailto:nsoc-registrar@duke.edu">nsoc-registrar@duke.edu</a></td>
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<td></td>
<td>Contacts: Allisen Besch, Director, Career &amp; Professional Development Center</td>
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<tr>
<td>Student Services</td>
<td>Contact: Erika Lovelace, Registrar and Associate Director, Student Services</td>
<td>Phone: (919) 660-3741</td>
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<td>Phone: (919) 613-7459</td>
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Appendix A
Duke MEM/MBA and MF/MBA Master’s Project

Overview
The master's project (MP) requirements and expectations outlined below are intended for only MEM/MF-MBA students who matriculated in the Nicholas School beginning fall 2019 or later.

The Master's Project (MP) is an integral, culminating part of the Master of Environmental Management (MEM) and Master of Forestry (MF) degrees, for which students are given the opportunity to apply the skills they've acquired in the classroom to address real-world environmental problems.

Students completing a dual Master of Business Administration (MBA) degree program, with either Duke University’s Fuqua School of Business or the University of North Carolina at Chapel Hill’s Kenan-Flagler Business School, also participate in several applied projects while completing their MBA degree. Thus, MEM/MBA and MF/MBA students will fulfill their MP requirement by either reporting out on an applied project or expanding on a project that they have already completed during their MBA degree, by diving deeper into an environmental component. The report could, for example, be based on a detailed analysis which resulted in a slide deck as a deliverable for a client. The slide deck could be repurposed into a final project. Applied projects could be one completed for a class or a part of an independent study to fulfill the MP requirement. We expect the student's MP to be tied to a credit bearing course in the MBA program.

Project and Credit Options
MEM-MBA students have the option to pursue one of the following three types of projects to fulfill their MP requirements.

1. Extension of an MBA project for which the student(s) received course credit. In this situation, the student(s) may not receive MP credit under ENV 899.

2. Extension of an MBA project completed without course credit or financial compensation. In this situation, student(s) may request MP credit under ENV 899, but the MBA project supervisor must provide a letter including the information listed in the document.

3. Completion of a new client study of the student’s (or students’) own design without financial compensation. In this situation, students may request MP credit under ENV 899 but will not receive regular advising from Nicholas School faculty even though this is an original project.

MEM/MBA and MF/MBA students will not participate in the recently redesigned MP process. Thus, they are not required to prepare a MP proposal, give a MP proposal presentation in September or register for MP credits i.e. ENVIRON 899. We expect the MP to be closely tied to a project completed in an MBA course where the student has already earned credit towards the dual degree. In this situation, the student will not receive MP credit under ENV 899. However, if students wish to register for MP credits (no more than 3) to be used to fulfill the 36-credit requirement, they will need a permission number from their academic coursework advisor or program chair in order to enroll in ENVIRON 899. Students who do not enroll in MP credits must still earn a total of 36 graduate credits in order to satisfy the requirements for the dual MEM/MF-MBA degree.
One-Page Project Summary

1. Project title.

2. Project description. Please describe the completed project. Include information on the course, case competition, or other origin for the work; the number of credits already received for the work; and a list of group members. If work was undertaken as a member of a group, the student must clearly describe their contribution to the project.

3. Approach. Provide a short overview of how you plan to turn the existing product into an MP.

Advising

The academic coursework advisor at Nicholas will serve as both the coursework and MP advisor. The academic coursework advisor or program chair will sign-off on the one-page project summary and final master's project.

Solo/Group Projects

Dual MEM/MF-MBA degree students are strongly encouraged to work collaboratively with their cohort to complete their MP as a group, but this is not required. Students may fulfill their MP requirement by completing a project of their own design for a client without financial compensation. In this situation, students may request MP credit under ENV 899 but will not receive regular advising from Nicholas School faculty even though this is an original project.

Request MP Credits (ENVIRON 899)

Students may request to enroll in up to 3 MP credits (under their advisor's section of ENVIRON 899) if they have not already earned academic credit for the original project nor received compensation. To receive MP credits for participation in an MBA project, the student must request an official letter to be sent to the advisor from the MBA project supervisor, on MBA school letterhead, that includes:

- the project supervisor (name and signature)
- the student's name
- the project name, description and outcome
- the student's role
- the date range of the project over the time that the student participated
- the student's compensation status (paid or unpaid position and/or financial awards received)

A copy of the letter should also be sent to Student Services to be kept in the student's permanent file.

*IMPORTANT* students may only request to receive academic credit if they have not already earned credit for the original project completed in the MBA program and have not (or will not) be compensated in any way for the project work, which includes but not limited to regular pay, stipends, awards, etc.
**Project Completion & Presentation**

In the fall and spring, MPs culminate in a public presentation to the Nicholas School community, clients and guests at an end-of-semester symposium and a written report that becomes part of the [Duke Library electronic archives](https://library.duke.edu). Students will produce a written report and present the result of the project at the MP Symposium in April or December for fall graduates. On the final program worksheet, the student should indicate that master’s project requirement has been satisfied once they have received approval from their advisor and presented during the Nicholas School's MP Symposium. The final program worksheet must be signed by the advisor and submitted to [Student Services](https://studentservices.duke.edu).

**Deadlines**

- Submit one-page project summary by the start of the first semester in year three
- Submit [10-line abstract](https://library.duke.edu) to Student Services in the second semester in year three by a predetermined deadline
- Submit final MP, which must be uploaded in the by a predetermined deadline in the second semester of year three; [upload instructions are here](https://library.duke.edu)
- Submit final executive summary to Student Services signed by the MP advisor
- Enroll in MP credits in year three (if applicable)